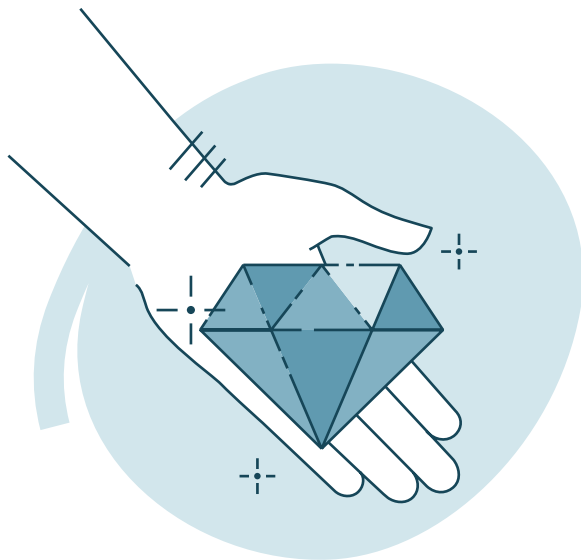




True experience

Tips for increasing your
design maturity

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True experience maturity

Moving into a new phase of your organization

Many companies have gone through a digital transformation and have become agile in recent years. The vanguard succeeds in creating a deep connection with their customers. By offering services that are valuable, authentic and credible. We call this True experience.

We have developed this TrueX Maturity Scan to help you determine where you stand as a company in terms of True experience, and what steps you can take to accelerate your growth to the next level.

Maturity models are not new, of course. We all know “UX Maturity” by Nielsen Norman Group, Google’s “Digital Maturity Benchmark” or Forrester’s “Customer Experience Maturity”. These models were important inspiration for our TrueX model. In our view, True experience design, or values-driven design, is a natural continuation of Customer experience.

Based on the answers you gave in the TrueX Maturity Scan, we have placed your organization in one of four maturity levels: Emerging, Ad hoc, Organized or Distinctive. So the outcome is mainly based on one individual view, yours.

You can use this report to start a dialogue within your organization. Share the TrueX Maturity Scan with colleagues, preferably from different departments or tribes. This way, you add multiple perspectives and get an increasingly accurate picture of reality. Together you can better determine what is needed to take the next step on the maturity ladder.

We wish you good luck with starting this new phase!



True experience is about values

People attach all sorts of values to products and services. Think for example of 'simplicity', 'fun' or 'truth'. These values can be categorised in different levels: Economic/Functional, Emotional, Identity, Meaningful.

Value pyramid

★ **Meaningful**
Does it fit my view of the world?



△ **Identity**
Is this me?



○ **Emotional**
What feeling does it give me?



⚡ **Economic/functional**
Does it do what I need it to?
At an acceptable price?

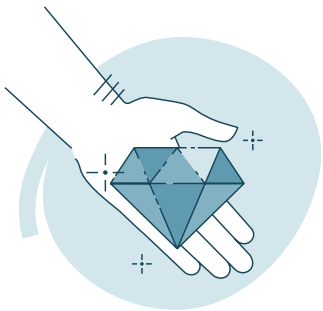


Inspired by Anderson; Bain & Co; Diller, Shedroff, Rhea

At each value level, you can forge deeper connections with your customer. As a result, you'll get more loyalty. Therefore, it is a good idea to have a clear idea of which shared values will create the deepest connection.

True experience design

True experience design is the design of an experience with a product, service or organization that is valuable, authentic and credible. To do this, look for the intersection where customer values and organizational values overlap:



Valuable

Does the service touch the deeper values and needs in people? Look at the values of your target group. Do you know what they find important?



Authentic

Does what you do stem from the very DNA of your organization? Look at the core values of the organization. Have they been translated into guidelines, principles, employee experience?



Credible

Do shared values shine through in your touchpoints? Are shared values expressed in your touchpoints?

TrueX Maturity model

Is your organization ready for the next step? We have created recommendations for each level, to show what you can improve.

Are you...

Level 1 – **Emerging**

Level 2 – **Ad Hoc**

Level 3 – **Organized**

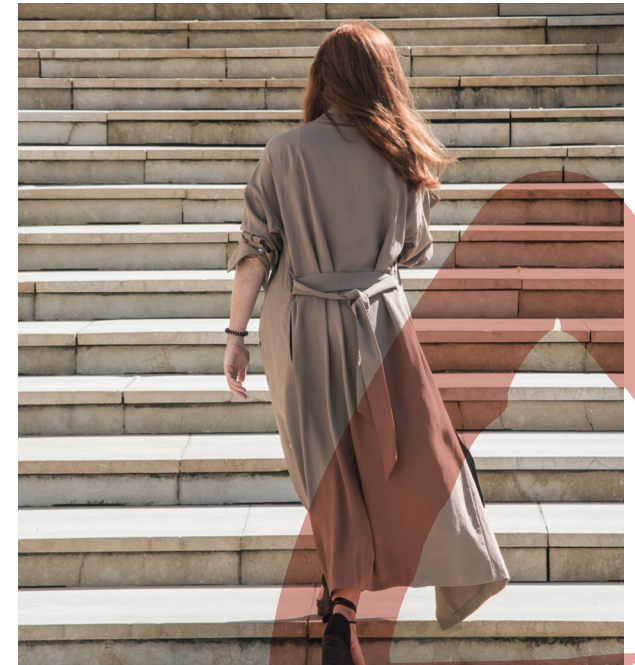
Level 4 – **Distinctive**

How to read this model

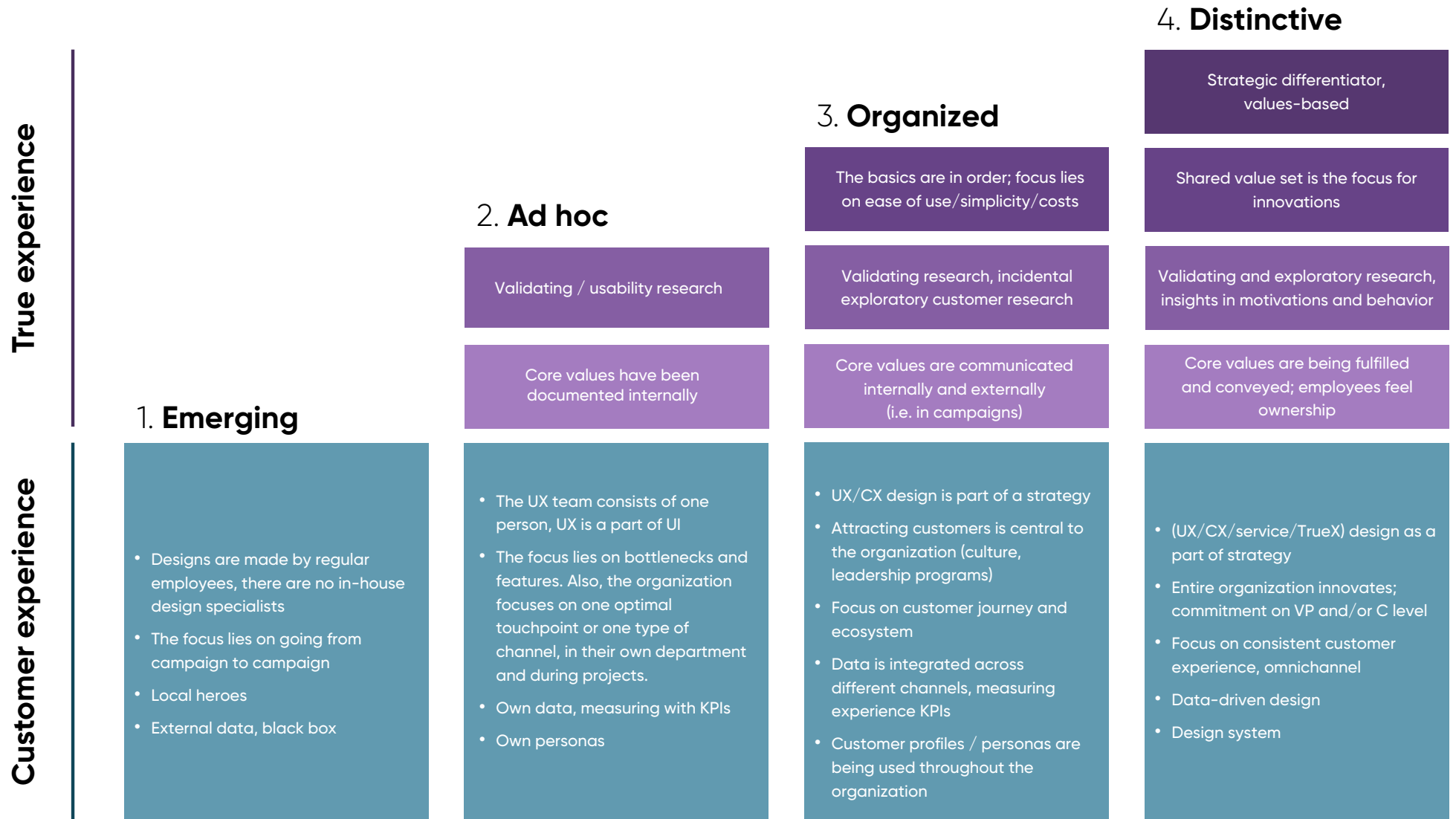
1. This growth model consists of logical steps. You will probably not jump from level 1 to 3 by just following the recommendations. Each step has to be embedded in the organization, the activities have to 'sink in'. In particular, this organizational aspect takes up time.
2. You may notice that not all aspects are at the same level in your organization. This happens often. For instance, some organizations are far ahead in terms of technology, but their culture lags behind. This nuance cannot be brought to light by a quick scan.
3. There is no single silver bullet. The combination of (hard and soft) interventions and activities is crucial in order to attain value-oriented thinking and acting within the organization.

Want to talk about it more?

If you would like to know more or need further clarification, please send a message to true-experience@informat.nl.



TrueX Maturity model



Level 1 **Emerging**

At this stage, services are designed by generalists. There are no design specialists on board. Design and data collection are outsourced. The focus lies on individual campaigns; Marketing & Sales determine the course. No user research is conducted, usually because the organization thinks they know everything about their target audience already ("We've been doing this for so long!"). Thus, the quality of the experience remains a black box. Sometimes a single ambassador within the organization will try to improve the customer experience.

What do customers experience?

Instead of focusing on the value for the customer, the organization focuses on their product or service. However, services do not appeal sufficiently as they are not distinctive enough. For example, commodity products are not unique and will not stand out if their core value doesn't shine through.

Level 2 **Ad hoc**

The design team is small and has limited influence. The focus lies on bottlenecks and features. The scope is often limited to one touchpoint or channel. Sometimes user testing takes place, but the insights gained through this research are not always applied during product development. Design thinking is not implemented. If the process leads to a successful product, it's likely to be a bit of a fluke. The core values of the organization have been identified, but employees are not fully aware of them.

What do customers experience?

TrueX is applied to one or a few service(s)/product(s). This product is well thought-out and attractive, but is still an exception in the array of products that the organization produces. There is no consistent experience across all the channels.

Level 3 **Organized**

At this level, organizations have communicated their core values well, both internally and externally. They regularly conduct validating and exploratory research among users and customers. They are creating the foundations for simpler and cheaper products, processes or systems. CX-consultants improve customer journeys, using company-wide personas. Data is collected across various channels and experience KPIs are measured structurally.

What do customers experience?

Each customer experiences that their deeper needs are fulfilled to a great extent. The organization delivers high-quality products or services that the customers can rely on.

Level 4 **Distinctive**

These organizations follow a value-driven strategic course. They regularly conduct exploratory research among customers and thus have a deep understanding of their motivations. The core values of the organization are recognized and internalized by the employees. They experience ownership and are encouraged to take it. Design is part of the strategy and there is commitment at VP or C level. The focus lies on creating a consistent customer experience across all channels.

What do customers experience?

Customers experience all offered products or services as valuable, authentic and credible. The organization succeeds in continuously innovating its services. There is a strong commitment from customers. Think of: Tesla, Patagonia, Apple.



Level 1

Emerging

**There is always
a beginning...**

Your company is not yet actively engaged in CX, and True experiences are still a far-off thing in the future, but you're aware of your surroundings.

Big data, blockchain, artificial intelligence, robotisation, platform economy. Technological developments are rapid and customers are making increasingly higher demands. The bar is high. How do you make sure you don't miss the boat? You could gather more customer feedback to create a bigger impact with your products and services. But how do you go about it?

It is never too late to take a big step forward.
Let's rock!

Our recommendations for a good start

Start small

Use a small project as a pilot to work from a customer-oriented perspective. Look for the 'broken experiences' and fix the quick wins.

Involve the customer, do research and collect data

Know who your customer is, what they want and what you can contribute to those goals. Don't have enough time or resources available in your project? Be creative. Have you ever thought about guerrilla research? That is the most pragmatic form of research there is. Just step out of your open-space office (or, during COVID-19, leave your house) and find the people you want to speak to (or observe). In short, 'steal' a little of their time. Every answer is welcome. You'll be amazed at how much you can learn about your target group in such a short period of time.

Involve design expertise as early as possible in the process

McKinsey said it back in 2018: companies that have embedded design in their organization make almost twice as much profit and grow faster than the benchmark. Therefore, it's indispensable to have a UX or service designer on board.

Create awareness in the organization

Keep track of your research findings by creating personas, empathy maps, customer journey and assumption diagrams. Don't forget to show the results! For example, hold a showcase or create a research wall to show everyone in the organization that something beautiful is happening here.

Define core values

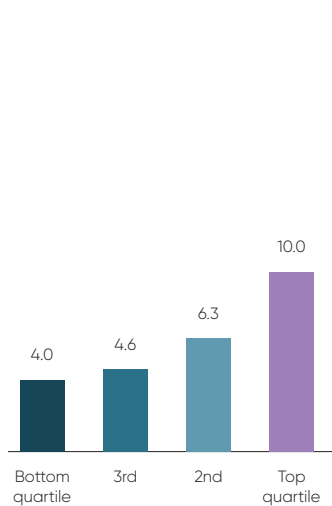
Define three to five concise core values that describe the culture of your organization in one fell swoop. It shows what your organization stands for (mentality, culture, intrinsic value). It is the beginning of an authentic customer experience.

Measure how you are doing

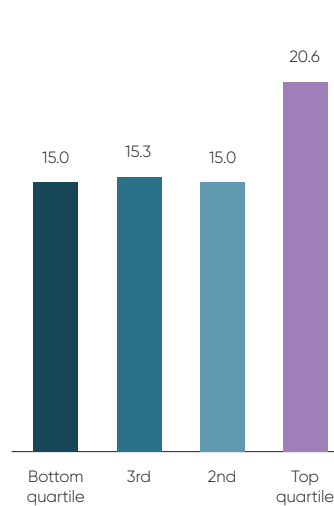
First, measure how you are doing currently, and then measure the result of the changes that have been made. Compare the two and see how much you've improved.



Revenues (%)



Total returns to shareholders (%)



Companies' McKinsey Design Index scores

Want to find out more?

- The Business Value of design, McKinsey <https://www.mckinsey.com/business-functions/mckinsey-design/our-insights/the-business-value-of-design>
- Service design, UX design and TrueX design <http://blog.informaat.nl/service-design-ux-design-and-truex-design.php>
- Blog: We stand to real values <http://blog.informaat.nl/we-stand-to-real-values.php>

How Informaat can help

Do you have insufficient in-house design experts? Our professionals are used to pitching in. We offer:

Interim professionals

We add temporary design specialist(s) to your teams. Think of UX design, visual design, service design or UX research.

Organizational advice

We provide organizational advice, so that design can come into its own at a strategic, tactical and operational level. This will leave a positive impact.

Expert review

We conduct an expert review on your product or service. You will receive a report with ready-to-use recommendations.

Design research

We conduct design research to explore the values of customers and test your services against these – think exploratory customer research, usability tests and more.



Level 2

Ad hoc

**Your company is
experimenting**

Several local CX-initiatives have taken flight, usually initiated by a specific project or department.

The organization is working hard to solve the biggest bottlenecks and add the best features, that's great!

Now you want to provide a consistently good customer experience across the board and truly embed customer satisfaction into your culture.

This is what you can do

This is the time to move on to CX and lay the foundation for true experiences.

What you can do to take the next step into maturity:

Conduct exploratory customer research

Extend your research techniques with exploratory customer research. If you are already doing research, why wouldn't you investigate what really drives people (values)? Be aware of the pitfalls that exist regarding value research (ergo: use the right techniques). Exploratory research uses more techniques than just interviews, because people often say things that are not in line with their actions.

Make sure the organization's core values are known

Lead by example: ensure that you, and management, know and live up to the organization's core values. The first step is that your core values are present in your company. Hang them up, send them around. Make them part of your personnel policy. Integrate them in daily rituals: stand-ups, reviews, events, etc. This will determine attitude and behaviour of all employees (in time). In turn, this contributes to the credibility of your organization (TrueX).

Establish a shared vision

Work on a shared vision, policy and company-wide standards; find commitment from senior management. Communicate the vision and explain why it is important, so that everyone is aware of the need.





Focus on a multidisciplinary approach

Take a multidisciplinary approach to projects and implement a solid design (thinking) process. Create agile teams involving business, UX/CX/ service design and researchers. This is how you ensure sustainable cooperation for innovation.

Focus on the customer solution

Focus on the end-to-end customer journey. Here, the customer solution is at the heart of the journey, instead of the products or services. Think, for example, of Philips Lighting, where everything revolves around safety and experience rather than lamps.

Measure the results structurally

Set up a framework to measure results structurally. Set up a continuous feedback loop ('the voice of the customer'). Capture the results in personas, empathy maps, customer journeys, dashboards and make sure they are shared company-wide. Measure customer journeys instead of touch points. Integrate data on different channels in a dashboard.

Want to find out more?

- Blog: Five trends focusing on values: <http://blog.informaat.nl/vijf-trends-met-een-focus-op-waarden.php>
- Blog: Behavioral design: respond to the subconscious for the best app <https://blog.informaat.com/behavioral-design-en.php>
- From touchpoints to journeys – seeing the world as customers do: McKinsey (2016) <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/from-touchpoints-to-journeys-seeing-the-world-as-customers-do>

How Informaat can help

On the way to the next stage, we can help you with our experience.

Training

We provide training (on the job) and workshops. In COVID-19 times, also online.

- Service design masterclass, in which you learn how to apply the most important service design techniques to shape innovation within your organization.
- Behavioral design, about influencing behaviour (nudging and biases).

Customer journey mapping

Set up CX projects, to see the interesting connections and do the right things.

Design research

We add interim design researchers to agile teams, who assists in setting up and conducting exploratory customer research.

TrueX workshop

We organize a TrueX workshop – together with you we determine which value(s) you can best put at the heart of your service. For this we use tools such as the value pyramid.

Measurement

We help you set up experience metrics – to gain insight into service quality, make fact-based decisions and visualize the effect of design decisions.

Organizational advice

We advise how to embed TrueX design more structurally in your organization.



Level 3

Organized

**CX is integrated
structurally in the
organization**

The management commits to TrueX design. Initiatives are increasingly able to find each other. The transformation to a customer-centered culture has begun, and the customer notices. This is the ideal breeding ground for true experiences to emerge.

In various parts of the organisation, everything runs like clockwork. Now it is a matter of ensuring that this is perpetuated in all parts of the business: from the consumer branch to business, from customer service to field staff.

You are on the right track! Go the extra mile to close the gap with the frontrunners in the market. For them, ultimate customer experience is not just a goal, but part of the corporate culture.

How can you embed customer satisfaction and anchor it in your culture so that it leads to a much better demarcation of the brand?



This is what you can do

Do value research

Research the deeper values of your customers or user group.

Progressive organizations know very well why they are on earth (purpose) and know the deepest motives of their target group. It is your job to find the unmet needs. Not just by asking, but by observing people and involving them structurally in the design of the solution. So, don't let your design be the answer to a simple wishlist of your users, but connect to their deeper values. And test whether you are successful on all fronts, with all (digital) solutions on all channels.

Find the Values Sweet Spot (TrueX)

Then look for the values sweet spot to differentiate yourself. You would probably also rather swim in a blue ocean than in a red one, where the competition is fierce. It's eat or be eaten. Use these shared values as a compass when innovating and improving existing services. This helps teams to prioritise and make choices. Which epic or user story is going to contribute the most to this value?

Include values in your design templates

Enrich existing design deliverables with elements that reflect values. Think of personas and customer journeys.

Carry out the core values

Encourage employees to translate the organization's core values into their daily practice and act accordingly. Think of the integration of values in principles, guidelines, your corporate story, or in the employee experience.



Set up a design system

Credibly translate the values to all aspects of your service: website design, tone of voice, UX elements, employee attitude, et cetera. Since consistency is an important factor (if you want to be credible), we recommend recording the design assets and UX patterns in a design system.

Look at the way to do it

Instead of looking at the end result of leading companies, look at the process: how was this service or product developed? Focus on the way of working, the culture, and the organization behind the scenes.

And finally, invest

Or, as Forrester puts it: “When we study companies that differentiate, we see a level of commitment that leads them to fund efforts like the ones at Lego and London City Airport. That’s because their executives know that they can’t gain a competitive advantage through superficial efforts that whitewash the same old experience.”



Want to find out more ?

- Blog: What is True experience?
<http://blog.informaat.nl/wat-is-true-experience.php>
- Blog: We need real values:
<http://blog.informaat.nl/we-zijn-toe-aan-echte-waarden.php>
- Blog: Five trends with a focus on values:
<http://blog.informaat.nl/vijf-trends-met-een-focus-op-waarden.php>

How Informaat can help

We can contribute to your growth through the following activities:

Values research

We assist in the design and implementation of values research.

Interim professionals

We temporarily add research and/or design professionals to your teams, or we recruit these experts for you.

TrueX workshop

We host TrueX workshops – together with you we determine which value(s) you can best put at the heart of your service. For this we use tools such as the value pyramid.

Competitive analysis

We do a competitive analysis on values to find the sweet spot.

Showcase

We are creating a showcase for TrueX. We show what a true experience for a particular customer journey would look like.

Design system

We set up a design system – resulting in a consistent experience across all products and channels, a more efficient development process and designers who work faster.

Organizational advice

We give advice on how to embed TrueX design more structurally in your organization.



Level 4

Distinctive

**There is
a strong
commitment
from your
customers**

They experience your products and services as valuable, authentic and credible. Values are at the forefront of strategic business decisions. Your company belongs to the vanguard and is distinctive in the market.

You understand and cherish your current relationship with your customers. The values of your organization and the customer overlap. You have reached the Champions League, but if you want to continue playing Champions League, standing still for a long time to enjoy success is not an option.

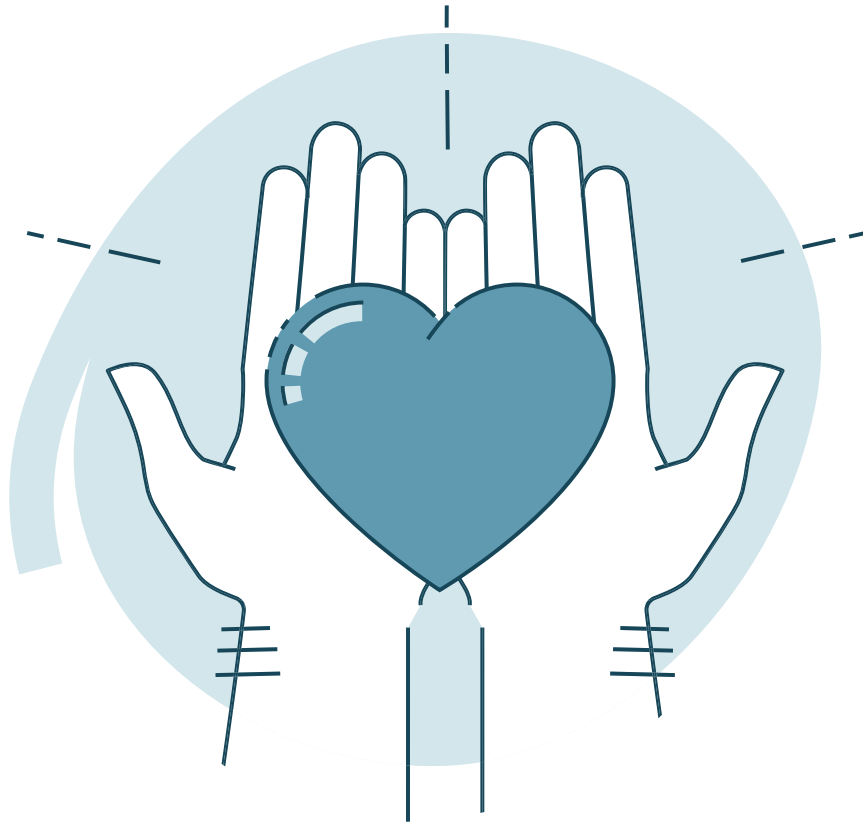
This is something you can do

Actually, we have
only one tip:

**Experiment and innovate
further**

Keep up this high standard! Always
be prepared that a new, disruptive
startup may emerge tomorrow.





How Informaat can help

We can help you stay one step ahead.

Pole star design

We can create a pole star design with you for future services. Such a concrete picture of the future gives you insight into the value of new interactions, new technology, new value propositions, and associated business models for your organization.

And then we will storm the universe together. ;-)

Let's meet

Want to talk further?

Please contact us:

true-experience@informaat.nl

